



WINTER 2002

The Army ACQUISITION & TECHNOLOGY

W O R K F O R C E

From the Desk of COL Fuller

I feel fortunate to begin 2002 as the new Deputy Director for Acquisition Career Management and Director of the Acquisition Support Center (ASC), formerly the Acquisition Career Management Office (ACMO) and the Army Acquisition Executive Support Agency (AAESA) (see announcement below). I've been transitioning into this position since early December and as I have acclimated, the path we must take as an organization and a workforce has become clear. The top issues I will be focusing on are demonstrating your value as acquisition professionals to the soldier in the field, recruitment, ensuring our success in supporting the Army's homeland defense role, and continuing to provide the best possible education and experience opportunities for your career development.

This is an exciting time to be in the acquisition workforce—one of change, refocus, and an unprecedented determination to succeed. Among some of the changes currently affecting us is the merging of ACMO and AAESA. This exciting transformation into the Acquisition Support Center opens up a tremendous opportunity to reassess our collective mission(s) and redefine our functions to better support the Acquisition and Technology Workforce (A&TWf). More information on this initiative will be provided in future publications. And speaking of change, we welcome the announcement of Claude Bolton as the Army Acquisition Executive. Mr. Bolton's vision and leadership will continue to guide us through these changing times as we strive for excellence in supporting the warfighter. I would also like to thank COL Davis for his dedication to the professional development of the acquisition workforce and for his tutelage. I'm sure you join me in wishing him the best and congratulating him on his retirement.

I know change can be difficult. I also know you are fairly accustomed to it as you have reached for your career goals, taking on new and ever-demanding educational and experiential commitments. I applaud your efforts and encourage you to continue seeking every avenue to improve your repertoire of job skills. With this in mind, be sure to read about the latest courses and program updates in the Regional Focus feature. Read a personal account of participation in the Southern Region's Rotational Developmental Assignment Program on page 8 and review the Career News Briefs for the latest on training issues (see page 12).

This newsletter will continue to serve as an important source of career development information for you. Remember, a new web-friendly version of it is available on the Army Acquisition Corps (AAC) home page, making it easier to access and read than ever before. As always, your feedback is welcome, indeed critical, if we are to effectively meet your needs. Contact your Acquisition Career Manager (ACM), your Regional Director for Acquisition Career Management, or our office with your suggestions, comments, and requests. Our ears and our minds are open. Here's to a great 2002!

Mary Fuller
Colonel, SC
Director
Acquisition Support Center

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COL Mary Fuller
Director, Acquisition
Support Center

Meet COL Mary Fuller ... former Project Manager for the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System in Huntsville, AL. COL Fuller has more than 24 years of active military service and has held a number of key positions including assignments as Product Manager, Army Small Computer Program, Fort Monmouth, NJ; and Chief of the Operations Division, Experimentation Center, Test and Experimentation Command, Fort Hunter Liggett, CA. COL Fuller spent her first years in the military in Europe and Alaska. She holds a B.S. degree from Miami University, Oxford, OH, and an M.A. degree from Webster University, St. Louis, MO. Her military education includes the Women Officer Orientation Course, Airborne School, Signal Officer Basic and Advanced Courses, Army Command and General Staff College, the Joint and Combined Staff Officer School, the Materiel Acquisition Management Course, the Advanced Program Management Course, and the Senior Service College Fellowship Program at the University of Texas in Austin. She is a recipient of the Defense Meritorious Service Medal, Army Meritorious Service Medal, Army Commendation Medal, Army Achievement Medal, Joint Meritorious Unit Award, National Defense Service Medal, Armed Forces Reservist Medal, Army Service Ribbon, two Overseas Service Ribbons, and the Army Parachutist Badge. Also, she has been decorated by the Legion of Merit.

ACMO and AAESA Merge!

The Acquisition Career Management Office (ACMO) and the Army Acquisition Executive Support Agency (AAESA) have merged to become the new Acquisition Support Center (ASC) under the direction of COL Mary Fuller. The functions of these organizations have been combined and integrated as a result of the realignment of the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology. Read the January–February 2002 issue of *Army AL&T* magazine and the spring 2002 issue of *The A&TWF Newsletter* for details and information on the reorganization.

Here We Go Again! *COL Davis Bids Farewell*

The old phrase “here we go again” certainly applies to my situation. In October 2000, I was fully involved in preparing myself for retirement at the end of my 30th year of service. The physical was completed, finance was ready, my resume was in circulation, and I was very close to signing out on terminal leave. One phone call and a 20-minute meeting later, all of that changed. For those who may not be aware, I actually did retire for about 30 minutes before I was recalled to active duty to assume the position of Deputy Director for Acquisition Career Management and Director of the former Acquisition Career Management Office (now the Acquisition Support Center). So, here we are one year later and here we go again! The good thing is I don’t have to do all that retirement paperwork again. The bad thing is the psychological stuff is just as hard the second time around. It wasn’t easy to end a 30-year career and I don’t know what I was thinking when I figured ending a 31-year career would be easier!

As my parents will attest, I was born Army, bleed Army, live Army, and would gladly die Army. The Army is family, at once brother, sister, mother, father, and child. It can and does simultaneously demand absolute loyalty while quietly ensuring those adversely impacted by that demand are accommodated. The Army is steel, sweat, wet, and dirty; lonely, crowded, cramped, and noisy; buddies, adversaries, death, and dying; love, caring, sad, and happy. I gave it 31 years of dedicated service and unconditional love; it gave me everything. I answered the call, “Uncle Sam Wants You,” lived “Be All You Can Be,” and was, as many would agree, “An Army of One.” I leave because it’s my time to leave, not because I want to. I really won’t ever leave, at least not where it counts.

It has been a great year! I’m proud to have been given the opportunity to serve you and I hope I contributed something of value to each of you as well as to the Army Acquisition Corps (AAC). Keep pressing on, meet the challenges of today, and get ready for those of tomorrow. Change will come. Embrace it, face it head on, adapt, overcome, and succeed. Go Army! Stay Army!

A handwritten signature in dark ink, appearing to read "Frank C. Davis III". The signature is stylized with a large, flowing "F" and "D".

COL Frank C. Davis III

LTC Cris Boyd Appointed Deputy Director for ACMO

LTC Cris Boyd, who was recently appointed Acting Deputy Director for the ACMO, says he's up for the task. "I'm honored to accept the challenge of Acting Deputy Director. My experience thus far at ACMO has been tremendously rewarding and I'm looking forward to the times ahead." Most recently, Cris was a proponent officer for the ACMO and also served as Chief of the Information Management Team. He was commissioned in 1983 from New Mexico Military Institute, Roswell, NM, where he earned an associate's of art degree in business administration. Cris also holds a bachelor's degree in business administration from Tarleton State University, Stephenville, TX, and a master's in computers and information technology from the Webster University, Kansas City, MO, campus. Cris has served in a variety of Infantry and Signal Corps assignments at Fort Richardson, AK, and Fort Carson, CO. He has been an acquisition officer since 1993 supporting the Office of the Deputy Chief of Staff for Logistics, U.S. Army Pacific; the Program Executive Office (PEO), Standard Army Management Information System, Fort Belvoir, VA; as well as the ACMO. Cris is a member of the AAC, a military cohort to the Competitive Development Group (year group 2001), and is Level 2 certified in Program Management and Information Technology. "Our mission is to develop career management policies and, hand-in-hand with the regional Customer Support Offices (CSOs), to provide a wide range of developmental opportunities and programs to the acquisition workforce," explains Cris. "I have a lot of enthusiasm for these tasks. The primary reason for this can be seen on the news every day as the nation is at war. Our country and Army are currently benefiting from the many years of outstanding support from our dedicated and professional acquisition workforce. We know now more than ever how critical it is to continue to provide the best possible professional development for our people. I am proud to be associated with this effort."

Regional Focus—Northeast and Central Regions



Diane Nyren
Northeast Region ACM

Staff Highlights

The Northeast Region proudly welcomes the following new customer support staff:

- **Rose Brown**, the new Career Management Support Specialist at Picatinny Arsenal, NJ. Rose has been with the Army for nine years and comes from Northern Virginia. Rose has a bachelor of science degree in criminology from Jackson State University in Jackson, MS, and a master's in business administration from Chadwick University, Birmingham, AL. She can be reached at (973) 724-6139, DSN 880-6139, RMBrown@pica.army.mil.

- **Diane Nyren**, the Acting ACM at the Natick, MA, CSO. Diane provides career management support primarily to acquisition workforce members at the Natick Labs. Prior to coming to the Natick CSO, she worked on the Army Acquisition Process/Life Cycle Management Model for the Product Manager (PM) - Soldier Support Office at Natick. For the past 16 years Diane has supported the Airdrop/Aerial Delivery commodity with expertise in managing the acquisition and logistics of research, development,

test, and evaluation programs in both personnel cargo parachute systems. She also served as the Senior Program Acquisition Specialist for the overall PM office for the last four years. Diane has a bachelor of science degree in business administration from Emmanuel College in Boston, MA, and is dual certified in Program Management and Acquisition Logistics. She can be reached at (508) 233-4899, DSN 256-4899, Diane.Nyren@natick.army.mil.

- **Diane Wizimirski**, the new administrative assistant at the Fort Monmouth, NJ, CSO. Diane is currently pursuing a bachelor's degree in mathematics with a minor in information technology from Monmouth University. You can reach Diane at (732) 532-4220, DSN 992-4220, Diane.Wizimirski@mail1.monmouth.army.mil.

Central Region ACM **Fred Andriaschko** accepted a new position with the U.S. Army Tank-automotive and Armaments Command (TACOM) Personnel Demonstration Project Team at Warren, MI, effective November 2001. We wish Fred success in his new position. To help facilitate the transition, please refer all A&TWf issues to one of the following people in the Northeast Region CSO:

- ACM **Celeste Goodhart** at (973) 724-6202, DSN 880-6202, Goodhart@pica.army.mil.
- Career Management Support Specialist **Rose Brown** at (973) 724-6139, DSN 880-6139, RMBrown@pica.army.mil.
- ACM **Jim McCarthy** at (732) 427-1695, DSN 987-1695, James.McCarthy@mail1.monmouth.army.mil.
- ACM **Ellen Elgart** at (732) 532-3955, DSN 992-3955, Mary.Elgart@mail1.monmouth.army.mil.
- Career Management Support Specialist **Janice Kurry** at (732) 427-1692, DSN 987-1692, Janice.Kurry@mail1.monmouth.army.mil.

The Northeast Region is recruiting for a Career Management Support Specialist and an ACM at the Warren, MI, CSO. If you are interested in either position, please watch for the vacancy announcements to be released on the Civilian Personnel Online home page at <http://www.cpol.army.mil>.

Regional Focus—Northeast and Central Regions, continued

Training Opportunities

Leadership Training—The Northeast and Central Regions are pleased to announce the following Acquisition, Education, Training and Experience (AETE) courses to be offered in FY02. Specific course dates are yet to be determined but will be advertised. Check future issues of *The A&TWF Newsletter* as well as the Northeast and Central Regions web site at http://dacm.rdaisa.army.mil/ne_cregion/default.htm for more details.

Fort Monmouth, NJ:

Leadership for Critical Times
Conflict Management—Surfing the Swamp
Building, Leading, and Managing Teams
Legendary Service Course
Improving Managerial Skills of the New Manager
Leadership Skills for Engineers and Managers
Mentoring for Managers
Leadership Assessment Workshop
Managing Change in Challenging Times
Facilitative Leadership
Building a Productive Workplace in Tough Times

Picatinny Arsenal, NJ:

Mentoring Skills for Leadership
Emotional Competency Inventory

Natick, MA:

Leading in Turbulent Times
Leadership and High Performance Teams

CE Status Important!

Enough emphasis cannot be placed on the need for GS-13s who are applying for Critical Acquisition Positions (GS-14/GS-15 A&TWF positions) to achieve Corps Eligible (CE) status prior to applying for a vacancy. CE policy, procedures, and application can be found on the AAC home page at <http://dacm.rdaisa.army.mil>. With the mail running slower than usual, there is an increase in the time it takes for CE packages to reach your regional CSO. If you are in need of your CE status in a timelier manner than is possible by mail, please fax your documents to your regional CSO and follow it up with a mailed package. Feel free to contact your ACM if you need any assistance. A listing of ACMs is on the AAC home page.

Regional Focus—National Capital and Central Regions

Site Visits Scheduled

Representatives from both the National Capital Region (NCR) and the Central Region CSOs have been busy lately visiting sites within their respective regions. The purpose of these visits is to keep your organization informed on what is happening in the AAC, explain policies and procedures that impact you, outline various programs being offered by the AAC, discuss issues associated with your Acquisition Career Record Brief (ACRB) and Individual Development Plan (IDP), and conduct one-on-one sessions with the members of your organization as needed. For a schedule of site visits, log onto the AAC home page at <http://dacm.rdaisa.army.mil> and click on "National Capital Region." If your site is not on the schedule and you would like to be included, please contact Christine Rimestad at (703) 805-2234, DSN 655-2234, Christine.Rimestad@aaesa.belvoir.army.mil or Anne Galway at (703) 805-1069, DSN 655-1069, Anne.Galway@aaesa.belvoir.army.mil for the NCR; and Christi Steiner at (309) 782-3299, DSN 793-3299, SteinerC@osc.army.mil or Lauri Jackson at (309) 782-7839, DSN 793-7839, JacksonL@osc.army.mil for the Central Region.

RDAP Now at NCR

The NCR's inaugural Rotational Developmental Assignment Program (RDAP) is now in full swing! Applications from both organizations wishing to host developmental assignments and individuals desiring to participate in the program were submitted in mid-December 2001. The NCR CSO staff is now in the process of reviewing those applications. For more information, contact Eileen Reichler at (703) 805-1048, DSN 655-1048, Eileen.Reichler@aaesa.belvoir.army.mil.

The RDAP was established to provide civilian Army A&TWF members an opportunity to obtain cross-functional or cross-command experience without having to move from their permanent position of record. The program has the added benefit of giving organizations access to people with varied experience and training who can bring different and unique approaches to daily challenges. "I believe this is a win/win opportunity for both individuals and organizations," says Sandy Long, NCR Director for Acquisition Career Management.

For more information on the RDAP, including policy, procedures, application instructions, and the application form, click on the NCR web site link on the AAC home page at <http://dacm.rdaisa.army.mil>.

For a listing of NCR and Central Region training courses, click on the "National Capital Region" link on the AAC home page at <http://dacm.rdaisa.army.mil>.

Time to Get an ACE Student!

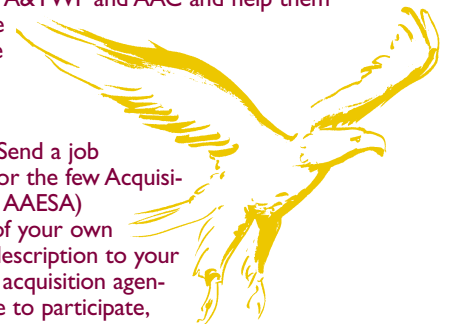


ACE students discuss the program at TACOM, Warren, MI.

Submitted by Anne Galway
NCR Acquisition Career Assistant

The Acquisition Career Experience (ACE) Program was established to recruit college-level students to work in A&TWF positions during their summer months and breaks from school. The program is designed to bring these students into contact with some of the exciting work being done within the A&TWF and AAC and help them experience first-hand how their studies at college can be applied to real world situations. The hope is that these students will choose an acquisition career with the Army upon graduation.

You can help foster this program in two ways: 1) Send a job description to your regional CSO and compete for the few Acquisition Support Center- (ASC, formerly ACMO and AAESA) funded positions available, or 2) Fund the salary of your own ACE student for a summer by forwarding a job description to your regional CSO. Memorandums have been sent to acquisition agencies requesting job descriptions. If you would like to participate, please contact your ACM.



ATAP Board Feedback

Submitted by Anne Galway
NCR Acquisition Career Assistant

The first NCR Acquisition Tuition Assistance Program (ATAP) Board was conducted in October. The Board provided some valuable feedback applicable to all regions. We thought you would be interested in reading what the Board had to say:

- Many ACRBs were turned in without complete information. Remember, this is your opportunity to make a good first impression on Board members. A completed ACRB will give them a good feel for who you are and what you have accomplished.
- Many applicants who requested funding for a degree appeared to have little or no Defense Acquisition University (DAU) training and/or certification. The AAC encourages a balance of education, training, and experience. Certification in your career field at the level required by your present position should be obtained before seeking education and training beyond that which is required for certification.
- Many applicants appeared to have the required training, experience, and education for certification, but no certification was listed. Remember, certification is not automatic once you have met the requirements. You must apply for certification.
- Many applicants requested funding for a full degree when 24 semester hours of business would have been more appropriate.
- The ATAP application form provides a space for supervisor comments. This section was left blank on several applications. Comments from the supervisor are valuable to the Board members. Use every tool you can to help your application stand out.
- Several of the applications did not contain a Senior Rater Potential Evaluation when one is required for all GS-13s and above. Don't forget this!
- Some ACRBs were not updated correctly. Remember, ACRBs must be updated through your ACM. ACRBs that go forward to the Board must have the AAC watermark.

The next meeting of the ATAP Board is scheduled for Feb. 12-13, 2002, with a closing date for applications of Jan. 31, 2002. Please review ATAP policy and procedures and the new application form on the AAC home page at <http://dacm.rdaia.army.mil> prior to applying. We recommend all ACRBs and application packages be reviewed by your ACM prior to submittal. Your ACM can help you submit your best possible application. Contact them! A list of ACMs can also be found on the AAC home page.

You Said It!

***H**ello, I just finished reading your newsletter. It's put together really well ... I did especially enjoy the Future Combat System article; thanks for printing that. I belong to Toastmaster's International and my favorite part of each meeting is the Word of the Day, Thought of the Day, and Joke of the Day. I would love to see any of these ideas (especially Thought of the Day or a humorous cartoon) incorporated into the newsletter. This would be a nice break from the serious stuff ... Just an idea ...*

Mary Kay Cote
PM Bradley
TACOM

Thanks for your suggestion, Mary Kay! You said it, you got it!

Ponder this ... *"The price of liberty is eternal vigilance."* **Thomas Jefferson**

Regional Focus—Southern and Western Regions

SMDC Project Up for President's Award

How do you institutionalize an entire set of quality assurance criteria into a large organization from scratch? You don't ... at least that's what the Sensors Directorate of the Space and Missile Defense Technical Center (Huntsville, AL) did, and so far it has turned out pretty well. The team at the Center decided to initiate a pilot project to implement the Army Performance Improvement Criteria (based on the Malcolm Baldrige quality assurance philosophy) in one area of the organization first. Results will be tracked and analyzed and then turned over to an Integrated Process Team to inculcate as a management tool organization-wide.

Leaders at the Space and Missile Defense Command (SMDC) thought this was an innovative idea and awarded the Technical Center third place in this year's SMDC Commander's Award competition. It seems the Department of the Army agrees. The staff there was so impressed with the approach that they sent it along with six others to the Office of Personnel Management for the President's Quality Award competition. This is the first time an SMDC organization has been selected for this competition. Winners will be announced this coming summer. Look in future issues of *The A&TWF Newsletter* to see if they won. Congratulations and good luck to everyone at the Technical Center!

And the Winner of the 2001 Alabama Quality Award is ...

... the SMDC Space and Missile Defense Battle Lab! The Studies and Analysis Division placed at the bronze level while the Advanced Research Center and the Operations Division both placed at the silver level in the Team Showcase service category. The lab's Advanced Research Center and its Task Sheet Database Team were recognized specifically for their systematic approach to continuous improvement and use of quality management tools. The Studies and Analysis Division was also recognized for its systematic team approach to continuous improvement.

The Alabama Quality Award is sponsored and administered by the Alabama Productivity Center at the University of Alabama, Tuscaloosa, AL. The award recognizes and honors organizations that are using effective productivity and quality improvement strategies, techniques, or practices that could be shared with other organizations with the expectation that they will contribute to the overall economic well being of Alabama. The awards are presented annually to private sector companies and non-profit agencies demonstrating commitment to productivity and quality.

Staff Highlights



COL Kurt Heine

Meet COL Kurt Heine ... new Project Manager for the PEO, Air Missile Defense's Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS). Kurt takes over for COL Mary Fuller who is now the new Director for the Acquisition Support Center (ASC, formerly ACMO and AAESA). Kurt accepts the reins at a time when many in the defense community are taking a renewed interest in JLENS as a player in homeland defense as well as on the battlefield. JLENS is a low cost, long endurance airborne sensor system providing over-the-horizon surveillance and land attack cruise missile defense. The JLENS system enhances cruise missile detection and engagement ranges with current air defense weapons such as PATRIOT, Navy SM-2 missile, the Surface Launched Advanced Medium Range Air-to-Air Missile, and the Medium Range Extended Air Defense System. It uses elevated advanced sensors mounted on tethered aerostats to find and track cruise missiles.

Kurt came to Redstone Arsenal as the Deputy Project Manager for Advanced Threat Infrared Countermeasures/Common Missiles Warning Systems at PEO, Aviation. He attended the Army War College at the University of Texas in Austin. Upon completion of studies at the War College, he returned to Huntsville to serve as the Deputy Chief of SMDC's Contract and Acquisition Management Office before being named to his current position. Before joining the AAC, Kurt was an Army aviator piloting UH-60 helicopters for the Task Force 160 of the 101st Airborne Division at Ft. Campbell, KY. His early years in the AAC concentrated on contracting and industrial management. Kurt can be reached at (256) 955-2432, DSN 645-2432, Kurt.Heine@amd.army.mil.



Lee Ford

Lee Ford, a small business specialist and procurement analyst for the Small Business Office, Aviation and Missile Command, Redstone Arsenal, AL, recently received a certificate of achievement for reaching 30 years of government service. "Lee has been a strong supporter of small businesses for over 17 years," said Mit Merritt, Chief of the Small Business Office. "He's well known in the community and has been a help to a lot of emerging small businesses." Lee reminisces, "It's nice but it went pretty fast. Too fast. But I've been fortunate to work in an office where I've really enjoyed helping people. You know, you feel like you provide a service and you make a difference." Congratulations, Lee!

For a complete listing of Southern Region leadership training courses and site visits scheduled for 2002, visit the Southern Region web site at <http://southernregion.redstone.army.mil>.



Arthur Seaman

Guest Editorial

Making the Right Choice

By Arthur L. Seaman

U.S. Army Aviation and Missile Command

Before deciding to submit my application for the Southern Region Rotational Developmental Assignment Program (RDAP), I felt my career was on a road going nowhere. My once proactive attitude and optimistic spirit began to resemble the proverbial armchair quarterback. I was becoming that self-righteous observer of life. From the comfort of a well-protected vantage point I could detail with laser accuracy the shortcomings of those playing on the ball field. But the plain truth is no one can begin to understand or make an impact on human intention or motivation from a press box.

So, I counseled with Maxine Maples, Southern Region Director for Acquisition Career Management, and forced myself out of that armchair and applied to the RDAP. With the support of my management, I requested and received an assignment in the Aviation and Missile Command Acquisition Center in Huntsville, AL. My training objective was to gain an in-depth working knowledge of contracting. I worked eight months as a member of the evaluation team for the UH-60 BLACK HAWK Multi-Year Six-Production contract (a firm fixed price multi-service/multi-year contract for BLACK HAWK helicopters). For the final four months of my RDAP training I volunteered for reassignment to the Acquisition Strategy Division where I prepared nearly 60 procurement packages.

These were great hands-on learning experiences for me. The most significant and frequent observation I made was how a seemingly innocuous change to a procurement package—like an increase in the order quantity—can cause a total ripple effect to the pre-award effort similar to the domino effect. For example, quantity changes can increase cost and cause an entirely different strategy and administrative approach while other changes, such as adding an acceptance requirement, can produce partial revisions and cause extended lead times. Either way, the net result usually affects delivery. I also observed that acquisition, forecasting, and financial policy have a powerful interdependency and may hold the key to improving contracting performance. Deidre Lee, Department of Defense Director of Defense Procurement, sees the solution as a three-piece package and I agree. We must figure out what we really need (the requirement), what is the best business arrangement available to us (the award vehicle), and how to bring the transaction home or make sure the product or service is delivered on time (accounting).

I try not to stereotype, but the people I worked with during my RDAP assignment seemed to have a few common traits. First, I noticed a remarkable confidence common among them. I believe a confident organization starts with competent leadership and well-trained people. This professional confidence complimented my desire to learn, creating an amazingly productive learning environment. The next common trait can best be described as the “Circle of Influence” from Stephen Covey’s book, *The Seven Habits of Highly Successful People*. Covey’s Circle of Influence is about proactive people; people who work on things they can do something about. The people I worked with at the Aviation and Missile Command embodied this attitude.

Being part of the RDAP this past year was insightful, satisfying, and a lot of hard work. I enjoyed every moment and I was assigned to great teams, managers, and teachers. I’ll never forget one mentor who told me a proverb about the act of, and the consequences associated with, making choices: “If for any reason you choose not to play the field, it could be a long time before you get to bat.” It’s all about choices. I advise anyone contemplating the RDAP to prepare to get involved and volunteer for everything. The knowledge gained on the scrimmage line of life far outweighs the hype of sitting in a press box. This was the right choice for me. The resounding lesson I learned concerning human nature is captured in the timeless expression, “Never judge a person until you’ve walked a mile in their shoes.” I’ve walked that mile, at least on a couple of projects. I now have a sound respect and genuine empathy for the people responsible for obligating America’s money.

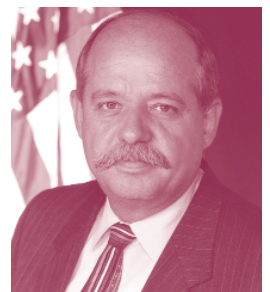
For more information on the RDAP Program, visit the AAC home page at <http://dacm.rdaisa.army.mil> or contact your local ACM.

Kudos to ...

Thanks to all workforce members who submitted information for this section. If you know someone who deserves a “Kudos to” for a recent accomplishment, please submit the information to the Acquisition Support Center (ASC), Cindy Stark, SAAL-ZAC, (703) 604-7123, DSN 664-7123, Cindy.Stark@saalt.army.mil.

Victor Ferlise, Deputy to the Commanding General of the Army’s Communications-Electronics Command, Fort Monmouth, NJ, was presented the 2001 Distinguished Executive Award by President George W. Bush at a ceremony held Oct. 15, 2001 in Washington, D.C. Victor was one of four recipients of the award, each of whom were honored for their exceptional federal service. During the ceremony, President Bush said, “Those of you in high places of government are more than administrators and experts. You hold the ideals and hopes of the nation in trust.” Victor was recognized for his achievements in several different areas including acquisition reform and the development of a revolutionary wholesale logistics modernization program.

Kudos to ... , continued on page 9



Victor Ferlise

Kudos to ... , continued from page 8

On Oct. 4, the 2001 Research and Development Organization of the Year Award was presented to **Philip Brandler**, Director of the Natick Soldier Center, U.S. Army Soldier and Biological Chemical Command, Aberdeen Proving Ground, MD. Philip received the award from LTG Paul Kern at a formal ceremony held at the Pentagon. The Natick Soldier Center was recognized as the Army's Laboratory of the Year in the Small Laboratory Category for outstanding scientific achievements, contributions to Military Operations in Urban Terrain, and for outstanding operational capability improvements for soldiers and Marines. In addition to being the Director of the Natick Soldier Center, Philip also serves as the Acquisition Career Management Advocate for the Soldier and Biological Chemical Command, Natick site.

Nevrik Elizabeth Ratliff and **Rhonda Paige** are recent graduates of the 12-week Sustaining Base Leadership and Management Program at the Army Management Staff College, Fort Belvoir, VA. Nevrik is a procurement analyst for the SMDC in Huntsville, AL, while Rhonda is a public affairs specialist for SMDC in Arlington, VA. They were board selected to attend the resident program based on their potential to assume top-level Army leadership and managerial roles.

Last fall, the Lower Tier Project Office, PEO, Air and Missile Defense, Huntsville, AL, presented the Commander's Award for Civilian Service to **Barry Pike**, Chief of Staff for PEO, Air and Missile Defense; **Stan Sherrod**, General Engineer; **Joseph Stegmaier Jr.**, Supervisory General Engineer; and **Felicia Riggs Cook**, Supervisory General Engineer. Winners of this award reflect demonstrated initiative and skill in devising new or improved equipment and/or work methods, leadership in performing assigned duties, and professional or public relations services which result in favorable local publicity. The Commander's Award for Civilian Service is comparable to the military Army Commendation Medal. Joseph also received the Achievement Medal for Civilian Service, as did **Dennis Banzhoff**, and **Larry Phillips**, both logistics management specialists for the U.S. Army Aviation and Missile Command, Integrated Materiel and Management Center, Redstone Arsenal, AL. A nomination covers either a period of sustained superior service or a considerable level of achievement. This medal is comparable to the military Army Achievement Medal.

Congratulations to **Kay Ward**, Assistant Deputy Chief of Staff for Strategic Planning and Analysis and Acquisition Career Management Advocate for SMDC, on recently being inducted into the Honorable Order of Saint Barbara, Chapter of the Air Defense Artillery Association, Redstone Arsenal, AL. Kay's nomination was approved by BG John Urias, Deputy Commanding General, SMDC. This award honors individuals who have demonstrated the highest standards of integrity and moral character and an outstanding degree of competence in serving the U.S. Army air defense artillery or field artillery with selflessness.

Carlos Kingston, a logistics management specialist for the Precision Fires Rocket and Missile Systems Project Office, PEO, Tactical Missile and Smart Munitions, Redstone Arsenal, AL, is one of two recipients of the 2001 Ernest A. Young Logistics Achievement Awards. Carlos won in the management/executive category. **Barry Beavers**, a logistics management specialist in the Aviation Rockets and Missiles Project Office, PEO, Tactical Missiles and Smart Munitions, Redstone Arsenal, was the other recipient, winning in the professional/technical category. Both honorees are employees of the Integrated Materiel Management Center, U.S. Army Aviation and Missile Command at Redstone Arsenal. The 11th annual awards were personally presented by Ernest Young, retired Deputy for Procurement and Readiness, U.S. Army Aviation and Missile Command at Redstone Arsenal.

Patricia Mance (center) and **Brigitte Fletcher** (left) are recipients of the Contract Professional of the Quarter Award for the third quarter of FY01. Both are contract specialists in the Acquisition Center, U.S. Army Aviation and Missile Command at Redstone Arsenal, AL. Patricia and Brigitte pose proudly with **Marlene Cruze**, Executive Director of the Acquisition Center



Kay Ward (center) proudly stands with **Nancy Archuleta** (left), Chief Executive Officer of Mevatec, and **Maxine Maples**, Director of Southern Region Acquisition Career Management. All three are members of the Honorable Order of Saint Barbara.



The prestigious Legion of Merit Award was presented to **COL Kelley Griswold** for exceptional meritorious service as the Project Manager for the Army Tactical Missile Systems-BAT Project Office. COL Griswold was recognized for providing leadership, guidance, and technical expertise to the development, testing, and fielding of the Army's premier Deep Strike Artillery System.

Congratulations to **Bryan Stroud** who recently received his Level III certification in Contracting. Bryan is the Acquisition Contracting Officer for the Military Traffic Management Command's 842nd Transportation Battalion in Beaumont, TX.



Congratulations to **Kenneth Campbell**, **Diann Carran**, **Steve Terronez**, and **David Myers** (pictured left to right) for their recent induction into the AAC. All four are product quality managers at the TACOM Armament, Research, Development and Engineering Center at Rock Island Arsenal, IL.

22 Graduate from NPS

Congratulations to the winter graduates of the Naval Postgraduate School listed here. Special congratulations belong to **Joseph DiGiacomo**, **Sidney Hoyt**, and **Michael Ryan** for graduating with distinction (top 10 percent). Michael also received the AAC Award for Scholastic Achievement.

Master of Science in Contract Management

Linda College
Fort Monmouth, NJ

Joseph DiGiacomo
Fort Monmouth, NJ

Gloria Embrey-Jones
Fort Monmouth, NJ

Kimberly Frey
Fort Monmouth, NJ

Joe Libbey
Fort Monmouth, NJ

Master of Science in Program Man- agement

Robert Balla
Redstone Arsenal, AL

Dean Barten
Redstone Arsenal, AL

Daniel Beck
Redstone Arsenal, AL

Jeffrey Bongard
Fort Monmouth, NJ

Richard Brown
Huntsville, AL

Susan Chiu
Fort Monmouth, NJ

Alvin Cooper
Redstone Arsenal, AL

Sidney Hoyt
Redstone Arsenal, AL

Michael Lawrence
Redstone Arsenal, AL

Kathleen Leonard
Orlando, FL

Michael Linkletter
Fort Monmouth, NJ

Henrietta Maples
Redstone Arsenal, AL

Jose Martin
Redstone Arsenal, AL

Michael McGee
Redstone Arsenal, AL

Glen Roberts
Redstone Arsenal, AL

Michael Ryan
Fort Monmouth, NJ

Renata Sawicki
Fort Monmouth, NJ

ATAP Application Process

The Acquisition Tuition Assistance Program (ATAP) has been extended through Fiscal Year 2005 (FY05). The next selection board meeting is scheduled for Feb. 12-13, 2002. Applications are due by Jan. 31. All acquisition workforce employees who desire to earn business hours or associate's, bachelor's, or master's degrees are encouraged to apply. Individuals may attend the institution of their choice within their local commuting area and complete courses during non-duty hours. Course attendance during duty hours must have the approval of the student's supervisor. ATAP funding covers tuition costs, textbooks, and lab fees. Travel expenses are not included. The ATAP Board strictly adheres to course and yearly funding limits. There are no restrictions on how many times you may apply to the ATAP Selection Board. To be considered for master's funding, you must have Corps Eligible status and be Level III certified. However, if you have an undergraduate degree and need business hours, you may pursue those business hours at the master's level.

The ATAP application, policy, and procedures can be found on the AAC home page at <http://dacm.rdaisa.army.mil> by clicking on "Policy/Procedures." In addition to the application form, your package must include the following:

- A fully completed and signed ACRB. To make changes to your ACRB, click on "Your Acquisition Career File" on the AAC home page, access your ACRB, print off a copy, make pen and ink changes, and forward it to your ACM to be updated. Then print an updated copy for signature. Only ACRBs that have been updated through an ACM will be considered by the Board.
- An approved IDP that lists the entire curriculum you wish the ATAP to fund. This is necessary to project the cost of each course in the correct fiscal year so that funding is available to cover the course when you need it. It is understood that courses may change as you proceed through the curriculum. Simply notify your ACM or regional CSO of the change. ATAP funding is administered on a fiscal year basis. When putting your IDP together, it is very important to ensure that the start date of a course corresponds to the correct fiscal year for which curriculum and funding approval will be requested (e.g., if the course starts on Oct. 1, 2002, it should be listed as FY03).
- A Senior Rater Potential Evaluation (SRPE) for GS-13's and above. In the absence of a SRPE, a statement must be provided explaining why a SRPE is not included in your package along with the senior rater's name and phone number.
- A resume, which is a new addition this year. The ACRB is a snapshot of your career, but a resume enables you to provide the detail you feel may be relevant to the Board.
- A letter of acceptance from the college that you have chosen to attend. If you are currently enrolled in a college and cannot obtain a letter of acceptance, include a statement from the college saying that you are enrolled in good standing. Along with the acceptance letter, you must also provide your college's Accreditation Statement. This is usually found in the college catalog or on the college web site.

For assistance, contact your ACM or regional CSO ATAP coordinator. A complete list of ACMs can be found on the AAC home page under "Your Acquisition Management Team."

AETE Board Results Announced

The Acquisition Support Center (ASC) is pleased to announce results from the Acquisition Education, Training and Experience (AETE) Board that met in August 2001 to review applications for training and educational opportunities. Listed below are the selectees and their AETE opportunity.

Name	Opportunity
Sally Aidala	St. Ambrose University
Carey Allen	Florida Institute of Technology
Joyce Ambrose	Florida Institute of Technology
Brian Baroni	Naval Postgraduate School—Distance Learning
Detra Battle-Blue	Florida Institute of Technology
LTC Allen Borgardts	Harvard—Program for Senior Executive Fellows
Gary Boyd	University of Texas Fellowship
Gene Brooks	Radford University
Bruce Dahm	Webster University
Karen Downs	University of Alabama-Huntsville
LTC Beatrice Dukes	UVA/Darden—Leadership for Extraordinary Performance
Robert Flanagan	Keller Graduate School of Management
MAJ Jeffry Gabbert	Harvard—Program for Management Development
Robert Grasso	Florida Institute of Technology
LTC Susan Grubb	Harvard—Program for Senior Executive Fellows
Thomas Harris	Naval Postgraduate School—Distance Learning
Peggy Hurst	Eller Graduate School
Bruce LaBar	UVA/Darden—Leadership for Extraordinary Performance
Linda Matheny	UVA/Darden—Leadership for Extraordinary Performance
Glenda McLaurin	Florida Institute of Technology
Cindy Peterman	St. Ambrose University
Shirley Pride	Florida Institute of Technology
Meleta Prouhet	University of Alabama-Huntsville
LTC Andrew Ramsey	OPM—Management Development Seminar, Leading
Joan Sanchez	Troy State
MAJ James Simpson	Harvard—Program for Senior Executive Fellows
James Sutton	Harvard Advanced Management Program
Hortensia Tellez	Troy State
Darlene Thomas	Florida Institute of Technology
MAJ Leon Thurgood	Harvard—Program for Management Development
Virginia Walker	Florida Institute of Technology
LTC Yancy Williams	Dartmouth—Gateway to Business Management
Lester Young	Naval Postgraduate School—Distance Learning

To learn when the next AETE Board convenes as well as the suspense date for applications, go to the AAC home page at <http://dacm.rdaisa.army.mil>.

Career News Briefs

Do You Qualify for AAC Membership?—Applying for AAC membership is easy. Simply submit the following documents to the Acquisition Management Branch at the U.S. Total Army Personnel Command: an AAC application form; a signed AAC Mobility Agreement; and a signed (by applicant only) copy of a current ACRB. Documentation of conversion to GS-13, such as an SF 50, is required for applicants in a demonstration broadband. Procedures can be found at <http://dacm.rdaisa.army.mil/policy/aacgs13memo.pdf>. The AAC opened its membership to GS-13 step 4 and broadband equivalent A&TWF members this summer. Corps Eligible status and Level III certification in an acquisition career field are also required. Questions regarding AAC membership should be directed to your ACM.

AETE Board Special Requirements—In filling out your application for the Acquisition Education, Training and Experience (AETE) Board, give careful attention to the “Special Requirements” paragraph in the AETE Catalog. Requirements for civilian and military A&TWF members may differ. For example, the AETE Board reviews civilian applications for the Naval Postgraduate School and School of Choice Program whereas it does not review applications for military officers. Military officers pursuing full time educational programs are governed by AR 621-1, Training of Military Personnel at Civilian Institutions. Another example is civilians must submit applications to the AETE Board to be considered for the Senior Service College Fellowship Program at the University of Texas. In contrast, a Department of the Army Board automatically considers military officers for the Senior Service College based on their individual year group.

With two exceptions, both military and civilian members of the A&TWF may apply for all opportunities listed in the Leadership Training section of the AETE Catalog. Civilian members of the AAC in the grade of GS-14 or above or equivalent payband may apply for the Program Management Development Program at the Harvard University School of Business through the AETE Board. Military officers in the grade of LTC/COL, however, are selected directly from the Command Select List. The Advanced Management Program, also at the Harvard University School of Business, is available to civilian members of the AAC in the grade of GS-15 and above or the equivalent payband.

The AETE Board meets twice a year in January and August. **The January 2002 board meeting was postponed and a new date has not yet been set.** Applications are due 30 days prior to the meeting of the Board. The AETE Board is conducted in conjunction with the U.S. Total Army Personnel Command and consists of AAC members. To qualify for AAC funding, applicants must currently serve in an acquisition position and meet the position requirements. Application instructions for civilians may be obtained on the AAC home page at <http://dacm.rdaisa.army.mil>. Application and selection procedures for military officers are available at <http://www.perscom.army.mil/Opfam51/ambmain.htm>.

DAU Equivalency Exam for PMT 250—Those seeking Level II certification in Program Management may now test out of PMT 250 —“Program Management Tools Course” by taking a newly offered equivalency exam. PMT 250 is the prerequisite for PMT 352—“Program Management Course.” It is also offered as a DAU web-based course. The PMT 250 equivalency exam schedule, point of contact, and location are available on the Army Training Requirements and Resources System Internet Training Application System. The school code for the PMT 250 equivalency exam is 559 and the class number is in the 400 series. The exam will be administered at selected DAU campuses (check the schedule for locations). PMT 250 course module objectives and module summaries are available for review at http://courseware.dsmc.dsm.mil/Student/PMT_250A.asp. The Acquisition Support Center (ASC, formerly ACMO and AAESA) will not fund individuals to travel to the location to take the equivalency exam. For more information, contact your ACM.

DAU Policy Change—Until now, DAU policy has stated that students enrolled in hybrid courses must complete Part B (resident) within 45 days of the end date of Part A (Internet). If the student did not complete Part B within 45 days, the student would have to re-take Part A. This policy has been changed from 45 days to 62 days to accommodate student schedules and course availability. Students can now complete Part B (resident) within 62 days of the end date of Part A (Internet).

Don't Forget!

The A&TWF Newsletter is available on the AAC home page for your easy viewing. It's now in a new single column, sequential format that enables you to read articles in their entirety without having to go to other pages. Check it out at <http://dacm.rdaisa.army.mil>, click on the A&TWF Newsletter icon, and let us know how you like it! Comments can be sent from the AAC home page by clicking on “Comments/ Feedback.”

Affordability—Hot Topic at PEO/Commanders Conference

The 11th Program Executive Office/System and Materiel Command Commanders' Conference was held Oct. 23–25, 2001 at the Defense Systems Management College, Fort Belvoir, VA. This year's theme was "Affordability—The Road Ahead." Conference topics focused on the goals, challenges, strategies, and initiatives of the Services and the Under Secretary of Defense (Acquisition, Logistics and Technology) to reduce costs and acquisition cycle time to increase affordability.

More than 250 people attended the conference that featured high-level speakers and panelists from the U.S. Army, Navy, Air Force, Department of Defense agencies, private industry, and academia. Tutorial sessions were conducted on a wide variety of topics from information assurance, defense microelectronics, and implementation strategies for evolutionary acquisition to on-line support for program offices, contractor cost sharing, E-business/commerce, and the Air Force Warfighter Rapid Acquisition Process.

A panel of top Department of Defense acquisition leaders and private industry chief executive officers discussed industry concerns including acquisition initiatives, export control, intellectual property, progress payments, and rapid improvements in acquisition. The Honorable Edward "Pete" Aldridge, Under Secretary of Defense (Acquisition, Logistics and Technology) served as the moderator for the panel and was the keynote speaker for the conference. An evening panel featuring top brass from Wall Street discussed the impact of the defense industry on Wall Street customers, including expectations and investment concerns. In addition, a variety of Service exhibits were on display in an exhibit hall for attendees to view.

For detailed information, visit the 11th Program Executive Office/System and Materiel Command Commanders' Conference web site at <http://129.246.225.152/index.html>.

Career Calendar

Date	Event
Jan. 31	ATAP Application Deadline
Feb. 12–13	ATAP Board



Attention!

There will be no AETE Board meeting in January 2002. Keep checking the AAC home page or with your ACM for a new date.

DAU Course Listing Available Online

Interested in taking a DAU course? Then check out the DAU web site at <http://www.dau.mil/course/courseinfo-schedule.htm> for the latest listing of DAU courses. To apply for a DAU course, you must make sure the request is captured on your IDP (in approved status). You can access your IDP on the AAC home page. Then proceed to the Army Training Requirements and Resource System Internet Training Application System at <https://www.atrrs.army.mil/channels/aitas/> to complete an application. Contact your ACM with any questions.

Suggestion Box

This is your newsletter—we'd like to hear from you about the kind of information you'd like to see in it. If you have ideas for articles or if you'd like to submit an article for possible publication, please send it to the address below. We'd also like to know what you think about our newsletter and any suggestions you have for making it better.

To be added to our mailing list, please send the following information electronically to the e-mail address provided below. If you prefer, you may fill out the information on this form and return it to the street address listed below.

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-mail: _____

Comments/Suggestions: _____

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